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The effectiveness of strategic Human Resources Management (HRM) on developing the Lean-Centric Approach (LCA) towards Integrated Supply Chain Management (ISCM) sustainability

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Purpose

The purpose of this paper is to call the attention to the most serious problems that Companies have failed to pay sufficient attention in aligning their human resources system as a lean transformer with supply chain needs for effective inter-company relationships to supply chain integration sustainability in order to management of supply chains to be able to deliver on the promise of benefits and value for all partners.

Abstract

The potential for an integrated supply chain to provide an alternate source of differentiation both highlights the importance for organizations of developing a competency in this area, and begs the question as to why it is still the domain of a minority (Power, 2005). As a rapidly changing supply chain management environment, it requires for open communication, trust and recognition of the interdependence of "individual" elements of the supply chain. Without a groundwork of effective supply chain organizational relationships aligned with human resources system in a lean centric organization, any efforts to manage the flow of information, materials or cost flow across the supply chain will be unsuccessful. This lean environment requires HR professionals to develop an effective communication, well trained team management, and constant lifecycle innovation. So configuration and operation of supply chain activities and resources provides significant potential for developing new and alternate sources of sustainable competitive advantage (Power, 2005)

Keywords: *lean management, lean, Human Resources Management (HRM), integrated supply chain, competitive advantage, sustainability, lean transformer*

I. INTRODUCTION

The competitive advantage in supply chain management is gained not simply through faster and cheaper communication of data. And, as many managers have come to realize, ready access to transactional data does not automatically lead to better decision-making (Shapiro, 2000).

And Cottrill (1997) the evolution of the concept of integration has moved over time to one in which the supply chain operates as a corporate entity, spans a virtual enterprise without reference to traditional company boundaries, and can be driven directly by customer demand via access to electronic storefronts. He states that this trend will create major changes in many companies, eventually leading to greater use of outsourced services. He also believes that the key to implementation lies in focusing initially on introducing changes within the company, and then extending the process to include suppliers and customers

The integration of supply chain processes through investment in cooperative arrangement and technologies is difficult to separate from, or consider independently of, the strategic positioning of organizations. Effective supply chain integration requires effective implementation, and implementation uninformed by strategy will at best produce little in the way of tangible benefits for the parties involved, and at worst be counter-productive and erode competitive advantage (Power, 2005).

And Assuming that the employees of an organization in some supply chain are individuals with own mental maps and perceptions, own goals and own personalities and as such they cannot be perceived as a whole, HRM holds that the organization should be able to employ both individual and group psychology in order to commit employees to the achievement of organizational goals (Babić, 2009). Thus, the problem that the logistics professional faces is that managing companywide HR policies to effect coordinated change is often outside his or her management scope. This removes the greatest point of leverage in accomplishing cross-functional integration for those who have such responsibility without commensurate authority. Moreover, it is extremely difficult to tailor coordinated HR policies that span functional departments; many logistics professionals lack knowledge and experience in this complex area (Babić et al., 2009).

Therefore, the importance of human resources has increased significantly due to new places and the role of men in all sectors of society. It is a rational, human being, which runs all the activities, and whose results depend on the knowledge, abilities, skills, motivation, trust, decentralization and distribution of information and knowledge, education, clear roles and responsibilities, freedom of action, feedback and resources necessary for action. One solution is to transform an organization using "lean." Lean is not a new concept. According to James Womack and Daniel Jones, (1991) authors of Lean Solutions. Therefore, given the growth of lean thinking among service based organizations across a range of industries and sectors around the world there is a need to examine its impact on such areas such as HRM as the effective management of human resources and employee outcomes in employing organizations that have adopted such innovations (Stanton et al., 2013).

II. LITERATURE REVIEW

The integration of supply chains has been described by Clancy (1998) as: attempting to elevate the linkages within each component of the chain, (to facilitate) better decision making [and] to get all the pieces of the chain to interact in a more efficient way [and thus] . . . create supply chain visibility [and] identify bottlenecks. (Clancy, cited in Putzger, 1998,).

Supply chain integration is an integration of core processes across organizational boundaries through improved communication, partnerships, alliances and cooperation. It also includes the application of new technologies to improve information flows and coordinate the flow of physical goods between trading partners (Power, 2005).

The basis of integration can therefore be characterized by cooperation, collaboration, information sharing, trust, partnerships, shared technology, and a fundamental shift away from managing individual functional processes, to managing integrated chains of processes (Akkermans et al., 1999).

It is also apparent that for organizations to develop competence in the management and integration of supply chains, logistics and supply chain management need to be given a higher level of strategic importance (Meade, 1998; Natarajan, 1999; Philip and Pedersen, 1997). Much of the evidence, however, indicates that this is not a common phenomenon. Natarajan states that this is due to three major factors:

1. Lack of a logistics strategy;
2. Lack of alignment between logistics strategy, overall business strategy and supply chain strategy; and
3. Lack of integration with other functional area strategies and proper deployment of the logistics strategy.

But integrating and managing all process links throughout the entire supply chain is likely not appropriate. Since the drivers for integration are different from process link to process link, the levels of integration should vary from link to link, and over time (Lambert and Cooper, 2000). Therefore, Womack (2002) explain that institutionalizing lean principles requires a

transformation in corporate culture, practices, processes and management. Many other corporate internal functions have been adopting lean principles beyond the core of manufacturing, including product development and supply chain management and, more recently, accounting. But in many companies, HR remains untouched and unchanged by their company's commitment to lean. And for those who have engaged HR, it often does not contribute as deeply as its potential (Tracey and Flinchbaugh 2006). HR is strategically placed to lead in these areas. So, whether the process for integration is vertical or virtual, the requirement for integration of supply chains is inherently strategic, and a potential source of competitive advantage for multiple trading partners (Power, 2005). More and more the workforce is being seen as the Human Capital. The human impact of strategic decisions, need to be evaluated. The boardroom is looking for an expert who can support them in creating high performing highly engaged workforces who support the strategic direction of an organization and are looking to the Human Resources (Cultural chemistry, 2012). So, they add that The Lean philosophy has changed our attitude and ways of doing things. Employees are much so, more involved in day-to-day activities and as teams they take pride in what they do... Solve their own problem, improved employee relationships, high morale and effective participation

1. The lean perspective on the effective management system:

Every Lean organization needs a broad, continuous, intelligent and self-reinforcing human resource. They are the initiative of the processes, they are the initiative of the business, they see the prospects and the challenges of the future, they are the hands of continuous improvement, they are the eyes of true quality and they are the true face of lean. (Onuh et al., 2010)

What is Lean? "Lean" is a practice that believes that the use of resources for any goal other than the creation of value for the end customer is wasteful and so should be eliminated (Cultural chemistry, 2012). Lean has commonly been taken to involve techniques concerned with production, work organization, quality management, logistics, supply chain, customer satisfaction, efficient delivery and continuous improvement methods. In other words, the adoption of lean production implies integration in the use of human resource management (HRM) practices. (Gelade et al., 2010)

Lean is a methodology focusing on what is creating value for the clients or customers, on how operations can run smoothly with the identification of bottlenecks and operations with little value and creating a culture for continuous improvement. Lean implies a bottom-up approach; it requires empowerment and involvement of all employees and a new type of leadership (Norway et al., 2012). And Womack and Jones (1991) define lean as a way to do more with less—less human effort, less equipment, less time and less space—while coming closer to providing customers with exactly what they want.

And according to Onuh et al., (2010), "Lean" is 'doing good with less resources' to others, "Lean" not what organisation need to do, but what organisations should become by effective system design and implementation. Simply put 'It is not just an act, an action or a reaction but a process'. Gelade et al., (2010) say one thing is for sure there is a consensus that "Lean" is a very efficient and effective management system. Keeping it simple, lean is using less of just anything in order to produce more.

2. The role of the Lean culture from HR perspective:

The overall objective of Lean is to create a culture for continuous improvement based on strong involvement of all employees involved. The core idea of Lean is to maximize customer value while minimizing waste. Thus, lean means creating more value for customers with fewer resources, and has a strong focus on the processes for creating the results and the need to be systematic and to measure and report on results of improvement. (Norway et al., 2012).

Organizations who have implemented a Lean culture have encountered business processes aligned to strategy, increased employee engagement and reduced rework and red tape. Working from the perspective of the customer who consumes a product or service, "value" is defined as any action or process that a customer is willing to pay for. By eliminating the waste out of the process, you can do more with less, (Cultural chemistry, 2012).

And they show that awarding people with money for great performance is not effective, but how three other factors can create an engaged workforce. Those factors are autonomy, mastery and purpose.

A-Autonomy is the desire to be self-directed. The Lean culture encourage employees to come up with improvements, make decisions in their own pre-approved areas, without the need of approvals to move forward. When looking Human Resources we see that dependency is a common way of managing HR processes. Managers need many approvals from Human Resources to manage their people. Oftentimes this step is implemented to monitor risk, and assure equal treatment of all employees. Because managers do not understand the role of HR in those decisions, they might move forward without the approval of Human Resources, causing the creation of another processes that eliminates this risk.

In a lean environment, teams need a great deal of autonomy to manage and improve their process, but this is not done in a vacuum.

Teams are still part of the larger organization around them. Providing more autonomy than necessary or prudent can be a big mistake, for with this new authority comes new responsibility—the responsibility to function as a productive team together, and with other teams.

Focusing on the expected behaviors of working with a team can be an effective target of incentives. It has been suggested that “a most significant development in commitment theory has been the recognition that commitment can be directed to targets other than an organization” (Giancola, 2006), where in this case, the team function is the target.

B-Mastery is the urge of getting better at something. In the lean manufacturing you can see that an employee that is being the expert of his piece of the production line and is recognized for his specialize knowledge will try to get better in it, every time. The expert will connect with higher level experts to learn how to become better, oftentimes even when not at work.

C- The last factor is purpose, more and more companies do realize that when the money part of the business is not aligned with the *purpose* of the business the company will lose at many areas. During an implementation of Lean it is often times implemented with the major focus on eliminating waste. This creates the feel that it is all about the money. When employees go through the process; they realize that the purpose is focusing on what the customer wants. And by that they learn that improving the process, being engaged in the process will create opportunities for them.

3. The lean transformation from the HR point of view :

And Traditionally Human Resource professionals have been managing the organizations workforce rules and regulations. Policies and procedure focus first on preventing increased labor r elated legal and insurance costs (Cultural chemistry, 2012). Human is the greatest asset to a company (NAP), 2012. It is important to nurture and develop human which in this case are employees in order to optimize their potential values.

The role Human Resource should play in the Purpose part of the organization, they often times are left out of the decision process. They have to explain decisions and not surprisingly, the persons who were closely involved in the decision process are telling a different story. Needless to say this creates a very weak link between the purpose of the organization and the money, decreasing employee engagement rapidly.

The worker plays a central role. People are viewed as a resource to be developed Trist (1981) and so workers are actually well trained as this is considered a critical element since only knowledgeable workers are able to meet the needs of flexibility and multifunctionality in a ‘Lean production system’. So, Human beings are very important in the labor process, (Cheng,. and Podolsky 1993) and (Hogg, 1993).

As the ultimate secret to obtain high performance is "people", new ways of managing people and of organizing and supervising them, as well as new ways of obtaining high levels of efficiency and effectiveness (performance) from people should be looked at. Most organisations want their employees to be involved, but employee engagement can range from a

simple suggestion system to self-directed work teams. The essential problem is how to structure the involvement process (RippleTraining, 2009).

So Lean includes a self-managed work team which deals with the essential aspect on a product such as design, supply chain, manufacturing, quality assurance, customer relations and continuous improvement rather than reporting up a chain of command and waiting for some sort of bureaucratic directives which in itself is wasteful in terms of time and other unseen cost. (Onuhet et al., 2010). And More important, those resources provide effective training in lean's key transformational elements: work cells, kanban, quick changeover, one-piece flow, multi-skilling/job rotation, standard work, down-sized equipment and containers, point-of-use location of feeder equipment and materials, and quality at the source; also, commonly associated with the lean core, 5S and total productive maintenance (Schonberger, 2009) therefore, It may be appropriate for HR, and its training function, to help guide the firm toward a rational, light-handed approach to managing performance of the lean initiative: infrequent high-level audits of lean's overall progress; continuing, intensive, low-level execution. All the training can be used as a gauge to measure the employee morale indicator. Usually, highly motivated are people who enjoy their work as they know their job.

This will show in the quality of their work, the discipline even the health condition of the employee. Training targets should also involve not only low level staff but also for top management. Jaffar et al., 2012.

3.1. Training Target: Lean's Customer-Centred Competitive Benefits:

As with any management initiative, lean must start with training. What is it? What does it do? How does it work? Best answers in terms of what lean does — for the customer: Lean is a set of mostly simple, low-cost practices that deliver quicker, more flexible response to customer demand. Speedier response, in turn, provides early exposure of process defects and likely causes, leading to higher quality service to customers along the value chain. Schonberger, 2009. By default, HR's training function should take on that job. Otherwise lean is likely to remain stuck in a regressive rut. And according to Flinchbaugh and Carlino (2006) Presenting lean in that customer-focused way paves the way to more effective external collaborations in distribution pipelines. HR can, in addition, help redress four issues that impact lean operationally:

1. A trend away from employee engagement in data-based continuous problem-solving;
2. Insufficient job rotation to maintain skills in a cross-trained work force;
3. Over-control of lean, with stifling effects on its inherent capacity for self-management; and
4. In performance management, failure to capture the full benefits of team-based peer pressure, especially in lean's ideal organizational form, the work cell.

Although it is desirable to model the behavior of a supply chain in order to make informed planning decisions, the issue of dynamic competitive environments makes this an activity that is at best difficult, and at worst perilous (Power, 2005).

3.2. Training Target: Lean-Proficient Employees:

The Human Resources professional doesn't have to spend their time on being a hawk on everything a manager does with its workforce, the manager understand when it is time to call in the experts, and when they can move forward on their own (Cultural chemistry, 2012). Therefore Norway et al., (2012) mention they will have to play an active role in this improvement process, both in order to be as efficient as possible regarding its own services and in order to support the process in the organization as a whole. And Cultural chemistry (2012) adds when Human Resource professionals explain briefly in easy to understand language to managers the monetary risks, litigation and labor laws, those managers understand why certain processes are in place.

In additions a lean organization, with clear delegation and open communication. Lean is a bottom-approach: this means that those doing the practical work have to be involved in the improvement process and that ideas and actions has to be the ownership of those involved and will have to implement the actions (Norway et al., 2012).

By engaging the direct involved employees in the process improvement discussion and encourage them to come forward with improvements, they automatically feel accountable for making sure that the new process that they have co-developed will work. In other words, when you engage the people, you can eliminate waste out of the process and increase the quality and quantity of that same process (Cultural chemistry ,2012). Flinchbaugh et al., (2006) state the following:

3.2.1. How responses related to lean implementation.

The strongest predictors, in order of significance for employees as mentioned in figure 1, were:

- » Teams were or will be developed to implement lean
- » Success related to the implementation of lean has been or will be celebrated by the organization.
- » Departments within the employees' organization stay in constant communication about the implementation and outcomes of lean.
- » Metrics are calculated to determine lean implementation success.
- » Throughout the implementation of lean, managers talked to the employee about the employee's role in implementing lean.

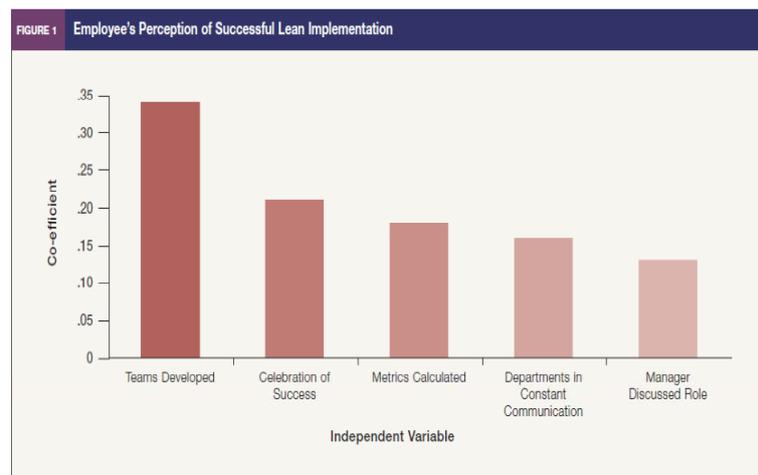


FIG.1: The strongest predictors

So the employee needs are identified as owning authority empowerment in doing continuous improvement activities, continuous performance target review, objectives of individuals and teams are negotiated, appraised fairly and rewarded with sufficient incentives and financial packages .(Jaffar et al.,2012)

3.2.2. The significant predictors of successful lean implementation for managers as mentioned in figure 2 were:

- » Success related to the implementation of lean has been or will be celebrated by the organization.
- » Metrics are shared with employees. These results suggest that the communication of the measurement to employees and success of lean implementation significantly accounted for managers' perception of a successful lean implementation.

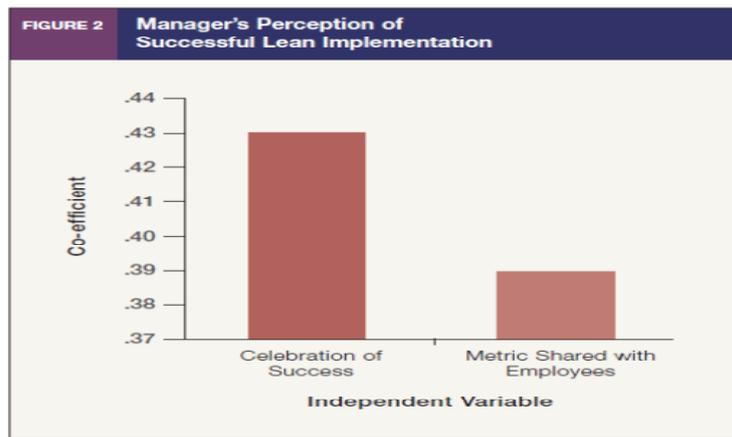


FIG.2: The significant predictors of successful lean implementation for managers

3.2.3. Having supporting structure team in a lean environment:

- Formal lean office, often called a Lean Promotion Office, although promotion is hardly the limits of its focus. In a manufacturing environment, these groups are often filled with people who understand lean, whether they came from the management ranks, from process engineering or from the shop floor.
- Working closely with the HRM, when the organization working on the first step of lean which is the lean steering committee “when employee engagement is a predetermined specific outcome desired by the objective within the organization”. Because the committee often has a diverse representation vertically but is narrowly focused on operations horizontally.
- And the direct leadership model. This usually involves one person, either the line manager, the CEO or the plant manager. If this person is leading lean, he or she likely has a clear vision of what lean means to him or her. That vision is based on how the organization would work and perform.
- Each group has a coordinator and a work program, which is updated continuously, setting targets, clarifying responsibilities and resources. The group meets quite regular for sharing of experiences and setting priorities. Group leaders have a joint meeting with head of division every week and should ensure communication between the group and the head of unit (Flinchbaugh et al., 2006).
- The whole unit still has a joint meeting about every month. These meetings should focus more on major issues for discussion and exchange of experiences across the groups. Experiences so far are quite promising, even if it takes time to develop a new structure and new routines. Hopefully this new structure should lead to more continuous development of work processes, competence development and thus better use of available resources unit (Flinchbaugh et al., 2006).

Therefore, Human resources managers' for transformer the lean they should have a seat in the boardroom, but because of their lack of understanding of business drivers not a voice at the table. By developing a lean culture and in aligning the business acumen and an understanding of their important role toward the top managerial level.

3.3. Training Target: Lean Performance Management:

Lean's essence is simplicity. It thrives on training but is deadened by control; these are performance- management issues, which we consider first at a strategic level, and then with reference to employee- and team level performance. As strategy, lean needs to be audited annually, but not monitored monthly. Industry has been through all this with quality initiatives (Schonberger, 2009). A promising way to melt that opposition is for lean to be presented in terms of its benefits to the customer: flexibly quick response with better quality. Schonberger, 2009.

The main requisites are understanding and knowledge, it is for everyone and the difference will be the level of the knowledge and skills given are based on the capabilities of each employee.

Besides training, in managing people, is also very important. In this study, the effectiveness of top-down and bottom-up communication is achieved by always keeping in touch with its people through transmitting information to its people either through regular two way meetings, briefings and others(Jaffar et al.,2012).Deming (2000) focused on an organizational system that promotes cooperation and learning for facilitating process management, resulting in the constant improvement of processes, products and services, as well as employee fulfillment and customer satisfaction. By not providing managers with the knowledge they need to understand the human resource process, they are not able to become experts in managing people as they always miss a certain piece of information. Human Resource professionals are traditionally tasked to enforce standards, without understanding how this standard or procedure relates to the bigger picture of the organization (Cultural chemistry, 2012)

This system, then, becomes critical to the survival of organizations (Anderson et al., 1994). Juan (1993) emphasized not only team and project work, participation and recognition, but also highlighted the need to achieve the best return on investment. According to him, the primary responsibility of management is to minimize the total cost of quality and to decide when quality management efforts should be stopped. Deming (2000) also argued that the improvement of the work process reduces cost because of less re-work, fewer mistakes or delays and less waste in manpower and materials, but (in contrast to Juran) prescribed constant improvements.

3.4. Training Target: External Lean — in Outsourcing and Logistics:

Best lean practices are every bit as beneficial in developing economies as in industrialized countries. Yet as massive offshoring to low-wage countries takes place, those best practices

Usually do not get transferred. And Onuh et al., (2010) inquire, Is there any hope? Obviously yes. This is because humans are the key to a sustainable lean practice. To make a supposed lean system truly lean, the Structure and Character of the Organization, Employee Involvement, Managing Employee Commitment and Work practices in the Organization are Proceedings of main management and human aspects that must be focused on.

External consultants have supported the HR Division to understand Lean, to analyze the present situation and to develop some improvement actions as a Starting point:

Who are the users of the services of HR, what are the key issues at present and how to improve? Who are the customers of HR? Obviously the main customers of the HR unit are the top management, the middle management and in principle all employees of the organization. It might also be external customers; potential future employees and users of statistics, (Norway et al., and 2012)

4. The role of the HR unit in implementing Lean in the organization

Lean's keep-it-simple mandate may suggest omitting the performance from the burden of external performance appraisal, considering it to be non-value-adding, possibly destructive. Instead, monitor the performance as a whole on primary results: quicker, more flexible response with higher quality—and ability to develop good ideas and get them implemented. Schonberger, 2009. Thus Supporters of lean operating systems maintain that the implementation of lean is more efficient based upon the commitment of people to continuously improve productivity and quality (Carroll 2001). While lean is most often communicated as a set of tools, it is most effectively practiced as a comprehensive operating system including principles or culture, systems and processes, tools and skills, and even evaluation and metrics (Flinchbaugh and Carlino 2006).

1. Communication in a lean environment must be vertical, horizontal and two-way. It is not enough for a lean leader to be excellent communicating the vision and direction to the masses of the organization. The lean leader also must convey information about the changes going on at the top. Lean changes the work and the way people think, so employees

need to see that the organization's top-ranking individuals are changing the way they think before the remainder of the employees will do the same. In addition, employees needed to be trained in communication and discussion techniques; otherwise they do not understand how to ask questions and how to elicit feedback. Flinchbaugh et al., 2006

2. Celebrating and raising awareness of the remaining performance gap is a tough balancing act. The organizations should find ways to celebrate success along the journey are more successful at lean. And clearly define milestones, communicate progress toward the milestones and celebrate successes along the journey. (Flinchbaugh et al., 2006).
3. Providing health, safety, morale and spiritual needs of employees-physical and recreational facilities and other activities such as counseling, self-improvement programs etc. in order to produce employees that are motivated as well as be innovative, creative and perform improvements. Jaffar et al., 2012
4. The organizational structure should be such that the middle managers become more participatory and involved rather than being just enforcers. By being more participatory and involved, they enable the workers by actually putting them through and being there directly Orin-directly for them. They become real mentors that can be looked upon by their decisions and actions towards achieving a lean environment which is waste free. (Onuh et al., 2010)

5. The Challenges of HR professionals towards developing lean environment:

A major challenge for all organizations is to improve efficiency and to ensure continuous improvement, maintaining a high level of service for the local customer, while maintaining corporate strategies, standards of excellence, and demonstrable progress towards business objectives (Szary, 2012) and power (2005) adds developing more effective and integrated networks is to encourage such a mindset, and use it to promote adoption and implementation of enabling technologies and methods.

Lambert and Cooper (2000), the key to these relationships is the level of management and integration required, with highly strategic inputs requiring the highest levels of management and integration by the focal company. They also make a valid point about the importance of monitoring the relationships suppliers and customers have with competitors ("non-member

5.1. Development of Teams as a Supporting Structure:

Teams are an important element of a lean organization. Development of effective teams extends deep inside and outside of lean transformations. Within lean, teams are important because the whole process must work together to build value for the customer, and if teams cannot work together then the process cannot work for the customer. How teams work is more important than their mere existence (Flinchbaugh et al., 2006).

5.2. Payment perspective and the lean environment:

The way an organization pays employees can be the first dagger in the cooperation expected in a lean environment. Regardless of the magnitude of the incentives, if they focus on individual behavior or performance, the resulting behaviors will not support a unified team approach (Flinchbaugh et al., 2006). And Zingheim and Schuster (2005) state: "Championing must be continuous, not just at the start of the incentive plan. Incentives are the responsibility of the manager from top to bottom—helping to set goals, coaching employees on how to reach the goals, problem solving with employees, removing barriers to performance, communicating, and helping ensure everyone knows what is required of them. The reason for the incentive is improved results, and the incentive plan serves as a communications vehicle to accomplish this." Incentives require communication and act as a means for communication simultaneously.

It requires creative compensation schemes that reflect the operational changes being adopted by the organization while still providing needed incentives. Performance management will need to be modified to include behaviors as well as accomplishments (Frampton, 2009). Quality of involvement, behavior change and direct performance improvements must be taken into account with role expectations and incentives. However, it is important not to overemphasize the size of contribution, which can lead to frustration, as some individuals are in a position for a greater contribution than others.

5.3. *Mistrust and misunderstanding of the incentives and motivations:*

The groups who require cross-boundary collaboration run rampant in many organizations. When a lean transformation begins to take root, cross-boundary collaboration and communication are an absolute must (Flinchbaugh et al., 2006). Thus, Ballou et al. (2000) define trust in this context as a general expectancy held by a channel member that the word of the other can be relied upon. That is, one party has confidence in an exchange partner's reliability and integrity. They also state that trust can lead directly to cooperation, or indirectly through the development of commitment. They also cite research indicating a high degree of correlation between commitment, trust and cooperation in intercompany relationships (Morgan, R.M. and Hunt, S.D. cited in Ballou et al., 2000, p. 16).

In identifying the importance of trust and commitment for the development of cooperative partnerships. However, Ballou et al. (2000,) also identify the challenge that this reveals: Since cooperation is usually among members that either have different reward systems or are legally separate, members need to realize benefits from cooperation. The most challenging situation occurs when the benefits "pool" with some members at the detriment of others. Balancing these benefits so that all members are better off for their cooperation is the new challenge for supply chain managers.

5.4. *Acknowledgement and Celebrations of Successes:*

Most corporate initiatives have a distinct beginning and a clear, objective outcome, but lean is a never ending journey. If objectives remain clear, employees feel a sense of accomplishment and, if appropriate, the accompanying reward. However, because lean is an endless journey, employees are unsure when to celebrate accomplishment. Recognizing success in lean first requires that it be understood as a journey. Without implying that ultimate lean has been achieved, leadership must balance recognition of the success achieved with maintaining the tension for future progress. If tension is sustained without recognizing progress, organization wide burnout will follow. Managers should understand that what they choose to recognize as success, and how they choose to recognize it, can either reinforce human progress or retard it (Flinchbaugh et al., 2006)..

5.5 *HR Professional and the systematic lean process:*

For HR executives, managers, professionals or consultants, an organization's move to and through the lean process presents many challenges. How does this professional engage? What levers should HR pull? As a first step, the HR professional should know how the decision-making process for a lean initiative is typically established. There are several options that most companies fall into either because of suitability or popularity (Norway et al., 2012) the immediate chance to add value is to use HR skills, including recruitment and selection, performance assessment, team building, communication processes and training, to assist the group structure itself, grow beyond its initial boundaries and ultimately succeed at a greater rate.

And according to Flinchbaugh et al., (2006) state that success with lean depends upon how HR changes and adapts its approaches along with the rest of the organization. HR can play a guiding role in lean or be an excuse factor for those pushing the change in creating teams in a lean environment need the following.

So how does an organization acknowledge success on a never ending journey? First, the organization must to recognize and communicate progress. Then it must decide how to reward such progress, if at all. Do not overemphasize financial incentives, although those that exist must be aligned to lean efforts (Flinchbaugh et al., 2006)

Thus, without implying that ultimate lean has been achieved, leadership must balance recognition of the success achieved with maintaining the tension for future progress. If tension is sustained without recognizing progress, organization wide burnout will follow.

a) Effective employees

1. Exploring the key requirements for successful employee involvement, Learning how to develop a meaningful employee involvement process in your own organisation, and discovering the organisational structures that support an effective employee involvement process (Ripple Training 2009).
2. Communication to Employees Regarding Their Role Part of management's communication for lean implementation includes clarity of each employee's roles and responsibilities. This communication, however, is a two-person process. Lack of employee commitment was one of the top barriers to implementing continuous improvement (Flinchbaugh et al., 2006).
3. Provide services and expertise in recruitment procedures ,Ensure the proper updating of a staff information system ,Ensure proper wage management (Norway et al.,2012)

b) Developing lean environment:

1. Understanding the Lean path and ways to instill the lean philosophy into people, (Ripple Training, 2009) .In a lean environment, process focus takes priority over functional focus. Successful lean processes have material or information flowing across functional boundaries, so naturally organizations that are successful in lean will also improve communications across functional boundaries in the manner most efficient and effective for the customer, Communication Across Boundaries Organizations that are successful in lean also successfully improve their communications, particularly across boundaries such as departments and functions (Flinchbaugh et al., 2006).
2. Training guide collaborative activities toward lean innovations to eliminate root causes of all that inventory, related demand distortions, and other ills (Flinchbaugh et al.,2006)
3. Understand needs for competence development and provide proper training(Norway et al.,2012)

c) According Flinchbaugh et al., (2006): Calculation and Communication of Metrics

Metrics “keep score” and determine if progress is being made. In a lean environment, several criteria should be considered when developing metric systems or scoreboards. First, a scoreboard and its relevant metrics must be “owned” by those who own the process, whether it's a cell team on the floor, or an office team such as customer service. Therefore, metric must be easy to update by these process owners. Second, metrics must be as predictive as possible, with only a small fraction of the metrics looking backward. Because these metrics should support daily decision-making, predictive metrics offer much more useful decision support than those that are rearward facing. Third, management must support the metrics, deciding who will review the metrics, when they will do so, what they will look for, and how will they respond to the metrics with action. Fourth, and perhaps most importantly, the metrics must point in a steady and consistent direction toward the ideal state. It is important to understand that any time metrics connects to pay, behavior is influenced. With this in mind, the predictive measures used for empowered decision-making must be linked to those used for incentives. This is a metric design issue and an education of team's issue.

6. Benefits

On the operational front, training can help deal with issues directly affecting work-force capabilities and achievements. The first issue: Over time, front-line engagement in problem-solving has declined, with companies relying excessively on occasional improvement projects dominated by professional staff (Schonberger, 2009).

1. Develop best operating rules, with executives, marketing, and operations on the same lean team, serious collaboration with suppliers and customers to deal with massive channel inventories and long lead times may finally proceed (Schonberger 2009).

2. Encouraging the involvement of staff in decision making, and welcomes input from suppliers to identify areas for potential productivity improvements (Gourley, 1998).
3. Understanding the implementation requirements and strategies for getting started (Ripple Training 2009).
4. Standard and Davis (1999) ,Implementing strategies to increase productivity, quality and performance from personnel and assuring their job satisfaction Organizations implementing lean experienced a 63- percent reduction in customer lead-time, a 61-percent increase in market share, a 24-percent increase in product diversity and a 39-percent time reduction to launch new products
5. Provide staff policy guidelines and strategies (Norway et al., 2012).
6. adjusting policies to address the lean work place, HR is enabling greater efficiency and adding value throughout the organization,(Frampton, 2009)
7. Szary, 2012 ads, by rationalizing staffing supply chain, create a proactive, efficient hiring strategy that will dramatically reduce time-to-fill and vacancy rates, improve quality and customer satisfaction, and reduce cost and waste.

III. CONCLUSION

The lean organization requires leadership and more effective effort from the HR team in order to integrate them on the organisation track. The bottom line is this: Every organization wants and needs to lower costs, Removing waste and inefficiencies within Human Resources and adjusting HR policies to help optimize the lean workplace will result in less time spent by employees on each process, and, thereby, lowering costs (Frampton, 2009).

Therefore Effective supply chain management requires simultaneous improvements in both customer service levels and the internal operating efficiencies of the companies in the supply chain (Babić et al., 2009). And an emergency interrelated between the lean environment and the integration process, is not an easy task. So Organizations and its HR professionals that aim to become part of an extended, integrated supply network

Thus The importance of human resources has also increased significantly due to new places and the role of men in all sectors of society. It is a rational, human being, which runs all the activities, and whose results depend on the knowledge, abilities, skills, and motivation in the activity of each enterprise and the necessity of creating the structure of enterprises and caring for organizational culture in line with available human resources of the structure of integrated supply chain networks (Babić et al., 2009). Finally HR is able to change to a Lean Culture, they are able to deliver services that their customers (the workforce and the board room) are asking for. Time will become available to focus on coaching managers and employees and to create a strong connection between business drivers and Human Capital strategy. This will create high engagement at the HR Level

IV. FUTURE ACTION

HR has to place many of the mentioned issues and challenges in their decision-making, training and communication process. At this point, the lean transformation may be powerful techniques to improve businesses, Process Optimization, and Continuous Improvement to their staffing function. That will lead to success the organizations transformed their workplace into a lean organization as follows:

1. They need a common language, common principles and common tools.
2. Coaching their middle and line managers on how to create a high performing team.
3. Motivate using the standards as guidelines and assess this integration periodically and dissemination the learned lessons.

4. Highly agreement about what the work must be done and how it should be done.
5. Problems need to be exposed immediately so that they may be resolved.

Finally , the systematic decision making process must change as an organization goes toward lean maturity, so the level at which the organization reaches maturity partly depends on lean role clarity and integration throughout their life cycle these roles dramatically change appears to be an important criterion of success

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